

Continued from part 1 section 2 (Budgeting)

| NO | Indicators | TULLO | HABRO | LUME |
|----|-------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|----------------------------------|------------------------------------------------------|
| 1 | Is there significant difference between planning and budgeting? | Yes | Yes | Yes |
| 2 | If yes, what differentiates budgeting from planning? | Plan is activity and budget is an instrument | | |
| 3 | How do you decide on budget ceiling? | Revenue, grant | Revenue, grant | Revenue, grant |
| 4 | Is this ceiling consistent with the actual availability of the budget? | Yes, | No | No |
| 5 | If no, how often do they vary? | Low | Very large | Large |
| 6 | Who decide on the budget ceiling? | WOFED | BoFED | BoFED |
| 7 | Is this ceiling consistent with gaps to be fulfilled or expenditure needs? | NO | No | No |
| 8 | How do you decide and prioritize the budget ceiling for sectors? | SCOPE, MAPOWER, type and priority | Scope, manpower, type, priority | Manpower, type, priority |
| | Who sets priorities among sectors? | BOFED, wereda council | WCAB, WC | BOFED |
| 9 | How do you budget for kebeles? | None | none | none |
| 10 | Does the ceiling for each sector, in accordance with livelihood constraints and coverage? | No | Yes | No |
| 11 | How do you divide between recurrent and capital budget in annual or medium term plans? | Gaps, last performance, infrastructure gap, decision of BOFED | BOFED decision | Last performance, gaps, decision of BOFED |
| 12 | What is the schedule for annual budgeting | May-June | June-July | July-June |
| 13 | Who are the major stakeholders in budgeting? | All sectors | Sector offices, cabinet, council | BoFED, NGOs, sectors |
| 14 | What are the responsibilities of each stakeholder? | | | |
| 15 | How strong are the relationships between stakeholders during budgeting? | Weak | Very strong | Strong |
| 16 | What is the role of WFEDO in budgeting? | Aggregating, allocating ME planning of sector budgets, | Aggregating, allocation, ME | Aggregating, allocating, ME, planning sector budgets |
| 16 | How many steps should you follow in budgeting? | 7 | 4 | 7 |
| 17 | Are these procedures consistent with that of the recommendations of BPR? | Yes | Yes | Yes |
| 18 | If, not give the reasons | | | |
| 19 | Is what you plan and actually obtained consistent to accomplish the plans? | No | No | No |
| 20 | If not consistent please indicate your planned budget and actual budget for the last 5 years, '000 birr | | 80 vs 21 in 2002 | |
| 21 | What is the share of capital and recurrent budget allocations between 1995-2002 EFY? ('000 birr) | | 5.3 and 6.6% in 2001 and 2002 | |
| 22 | Indicate the source of budget for the period 1995-2002 EFY in '000 Birr | | 3.5 million in 2001 | |
| 23 | What is the share of your internal revenue in the budget for years 1995-2002 EFY in '000 Birr? For detail refer to the appropriate table. | | no | no |
| 24 | Do you know the grant formula used to allocate budget among weredas | No | | |

| | | | | |
|----|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| | currently? | | | |
| 25 | If yes, what is it? | | | |
| 26 | Is this formula appropriate for efficient planning, resource utilization, management and development? | We don't know | | |
| 27 | If no, what are its problems? | | | |
| 28 | What formula/ consideration is important than the current ones? | Don't know | | |
| 29 | Have you attempted to produce your own wereda formula? | No | No | No |
| 30 | If yes, what are the basic indicators? | | | |
| 31 | If you have any information about the current grant formula, do you think it is based on accurate and reliable information? | NR | | |
| 32 | If not what are the reasons? | | | |
| 33 | Are there irrelevant indicators in the current formula to your local circumstances? | NR | | |
| 34 | If yes, what are they? | | | |
| 35 | Are there times when the allocated budget (from government) does not comply with the community contribution? | yes | Yes | No |
| 36 | If yes, are there times when community proposals and contribution were rejected due to lack of fund from the government? | Yes | Yes | |
| 37 | Have you budgeting manuals for planning? | Yes | Yes | Yes |
| 38 | If yes, what are they? | Technical manual, management manuals, laws and regulations, budget planning guidelines | Operational manual | Technical manuals, laws and regulations, budget planning guidelines |
| 39 | Are they adequate, user friendly and up to date? | No | Yes | Yes |
| 40 | Who prepared these guidelines and manuals and when? | BOFED | BOFED | BOFED |
| 41 | What is your basis of budget planning? | Previous year achievement, revenue, grants, constraints, gaps, community needs | Previous year achievements, grants, revenue, constraints, gaps, demands, salary scale | Last achievement, revenue, grant, constraints, gaps, demands |
| 42 | Is the current level, amount and modalities of financing adequate to run the sectors under the mandate of the wereda mandates? | No | No | No |
| 43 | If not, why not? | Expanding institutions, structures, demand for basic needs, revenue base, too many problems | Expanding institutions and structures, basic needs, problems | Institutions, needs, revenue, problems, criteria, priority |
| 44 | What should be done to solve the problems? | Economic growth | Realistic allocation | Priority and more fund |
| 45 | How do you coordinate the budget owners during budget planning? | Same to planning | Information exchange, orientation, format, follow up, support | Letters, technical support |
| 46 | Is there any problem in coordinating these stakeholders? | Yes | No | Yes |
| 47 | If yes, what are the problems? | | | Delayance |
| 48 | How do you decide financing of bilateral and multi lateral projects? | No project at all | In accordance with the | |

| | | | | | |
|----|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|--|------------------------------------------------|--------------------------------------------------------|
| 49 | Sketch the organizational structure for budgeting | | | agreement | |
| 50 | Are there any redundant or overlapping functions in budgeting? | No | | No | No |
| 51 | If yes, what are they? | | | | |
| 52 | Is the existing staff of budgeting adequate in terms of number, quality and skills? | No | | No | No |
| 53 | What is the required and currently existing number of staff of budgeting functions in your office? | 2 of 3 | | | 6 of 9 |
| 54 | Is staff turnover common in your office (for budgeting only) | No | | No | Yes |
| 55 | If yes, how many of them left between 1995-2001? | | | | |
| 56 | What are the main reasons for staff turnover? | | | | Salary, environment, promotion, opportunities |
| 57 | Is there any staff development and incentive packages to retain and motivate? | No | | No | No |
| 58 | If yes, what are they? | | | | |
| 59 | Are there any short and long term training for your staff? | No | | No | No |
| 60 | If yes, indicate the type of training and number trained from 1995-2001? | | | | |
| 61 | What are your plans in staff training? | None | | None | None |
| 62 | What are the most important training subjects for budgeting staff? | Similar to planning | | Budgeting, planning, M&E | Ibex, budgeting |
| 63 | Attach the duties and responsibilities of the budgeting staff | Refer to BPR | | Refer to BPR | Refer to BPR |
| 64 | Are there enabling environments for budgeting staff to execute their responsibilities as stated in their job descriptions? | No | | No | Yes |
| 65 | If not, list the reasons | Logistics, communications, human resources | | Training, skill, experience, logistics | |
| 66 | Have you ever provided supports to stakeholders? | Yes | | Yes | Yes |
| 67 | If yes, indicate the type of support you provided to stakeholders in budgeting? | IE, BPS, JTW | | IE, BS, JTW, orientation | IE, BPS, TB, JTW, MG |
| 68 | Have you adequate capacity to provide support to stakeholders? | No | | No | No |
| 69 | If not, what do you lack? | Manpower, budget | | Budget, facilities, motivation, attention | Manpower, budget, skill, experience, data, facilities, |
| 70 | Have you ever obtained support from other stakeholders? | No | | No | Yes |
| 71 | If yes, what type of support you get from other stakeholders? | | | | Budget, skill |
| 72 | Is this support adequate and timely? | | | | Yes |
| 73 | Have you ever obtained support from the BoFED and ZFEDO? | No | | Yes | Yes |
| 74 | If yes, what type of support? | | | Training, information, data, technical support | JBP, TB, IBD, TSP |
| 75 | Is the support timely and adequate? | No | | No | Yes |
| 76 | How frequent is this support? | Occasional | | Frequent | Occasional |
| 77 | How important is their support to the weredas? | Very important | | Very important | Very important |
| 78 | Are current linkages and working relationships between ZFEDO adequate? | No | | Yes | Yes |
| 79 | Are current linkages and working relationships between weredas and BoFED adequate and efficient? | No | | No | Yes |

CONTINUED FROM PART I SECTION 2 (Budgeting)

| NO | Indicators | SIBU SIRE | GUTO GIDA | JIMA, ARJO | KERSA | GOMA |
|----|-------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------|---------------------------------------------|------------------------------------------------------------|-------------------------------------------------|
| 1 | Is there significant difference between planning and budgeting? | yes | yes | yes | yes | yes |
| 2 | If yes, what differentiates budgeting from planning? | | | | | |
| 3 | How do you decide on budget ceiling? | revenue, grant, participation, external sources | revenue, grant, participation, external sources | revenue, grant, participation | revenue, grant | revenue, grant, participation, external sources |
| 4 | Is this ceiling consistent with the actual availability of the budget? | yes, | yes | yes | yes | no |
| 5 | If no, how often do they vary? | low | very large | large | low | medium |
| 6 | Who decide on the budget ceiling? | WC, WCAB | BOFED, WC, WCAB | WC | BOFED, WC | BOFED |
| 7 | Is this ceiling consistent with gaps to be fulfilled or expenditure needs? | no | no | yes | yes | no |
| 8 | How do you decide and prioritize the budget ceiling for sectors? | scope, manpower, type and priority | scope, manpower, type, priority | scope, manpower, type, priority | scope, manpower, priority | scope, manpower, type, priority |
| | Who sets priorities among sectors? | BOFED, WOFED, WC, WCAB | BOFED | BOFED, WC | BOFED | BOFED, OC |
| 9 | How do you budget for kebeles? | None | None | None | None | None |
| 10 | Does the ceiling for each sector, in accordance with livelihood constraints and coverage? | No | No | Yes | No | Yes |
| 11 | How do you divide between recurrent and capital budget in annual or medium term plans? | Gaps, decision of BOFED | gaps | performance, gaps, decision of BoFED and WC | revenue performance, infrastructure gap, decision of BoFED | previous performance, gap, decision of BoFED |
| 12 | What is the schedule for annual budgeting? | May-June | July-June | July-June | July-June 30 | July-Aug 30 |
| 13 | Who are the major stakeholders in budgeting? | All sectors | Sector offices, cabinet, council | Sectors | Sectors, wereda cabinet | Kebele cabinet |
| 14 | What are the responsibilities of each stakeholder? | | | | | |
| 15 | How strong are the relationships between stakeholders during budgeting? | Very strong | Strong | Strong | Medium | Weak |
| 16 | What is the role of WFEDO in budgeting? | Allocating, planning of sector budgets, | Aggregating, allocation | allocating | Allocation, planning sector budgets | Planning sector budget |
| 16 | How many steps should you follow in budgeting? | 5 | 5 | | 5 | 6 |
| 17 | Are these procedures consistent with that of the recommendations of BPR? | Yes | Yes | Yes | Yes | Yes |
| 18 | If, not give the reasons | | | | | |
| 19 | Is what you plan and actually obtained | Yes | Yes | Yes | Yes | Yes |

| | | | | | | | | |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------|-----|-----|-----|----|------------------------------------|----|-----|
| 20 | t consistent to accomplish the plans? If not consistent please indicate your planned budget and actual budget for the last 5 years, '000 birr | | | | | | | |
| 21 | What is the share of capital and recurrent budget allocations between 1995-2002 EFY? ('000 birr) | | | | | | | |
| 22 | Indicate the source of budget for the period 1995-2002 EFY in '000 Birr | | | | | | | |
| 23 | What is the share of your internal revenue in the budget for years 1995-2002 EFY in '000 Birr? For detail refer to the appropriate table. | | | | | | | |
| 24 | Do you know the grant formula used to allocate budget among weredas currently? | Yes | No | Yes | No | Yes | No | Yes |
| 25 | If yes, what is it? | | | | | | | |
| 26 | Is this formula appropriate for efficient planning, resource utilization, management and development? | Yes | Yes | Yes | No | Yes | No | Yes |
| 27 | If no, what are its problems? | | | | | | | |
| 28 | What formula/ consideration is important than the current ones? | | | | | | | |
| 29 | Have you attempted to produce your own wereda formula? | No | Yes | No | No | No | No | No |
| 30 | If yes, what are the basic indicators? | | | | | Performance, benefits to community | | |
| 31 | If you have any information about the current grant formula, do you think it is based on accurate and reliable information? | No | Yes | Yes | | | | |
| 32 | If not what are the reasons? | | | | | | | |
| 33 | Are there irrelevant indicators in the current formula to your local circumstances? | | | | | | | |
| 34 | If yes, what are they? | | | | | | | |
| 35 | Are there times when the allocated budget (from government) does not comply with the community contribution? | Yes | No | No | No | No | No | No |
| 36 | If yes, are there times when community proposals and contribution were rejected due to lack of fund from | Yes | No | Yes | No | Yes | No | Yes |

| | | | | | | | |
|----|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-------------------------------------------|---------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------------|--|
| 37 | the government? Have you budgeting manuals for planning? | Yes | No | Yes | Yes | Yes | |
| 38 | If yes, what are they? | Technical manual, budget planning guidelines | | technical manuals, budget planning guidelines | technical and budget guidelines | technical manual | |
| 39 | Are they adequate, user friendly and up to date? | Yes | | No | Yes | Yes | |
| 40 | Who prepared these guidelines and manuals and when? | BOFED | | BOFED | BOFED | BOFED | |
| 41 | What is your basis of budget planning? | Previous year achievement, revenue, grants, gaps, community needs | previous year achievements, gaps, demands | last achievement, revenue, grant | previous achievements, regional grants, gaps, community demands | previous year, revenue, grants, potential, constraints, gaps, demands | |
| 42 | Is the current level, amount and modalities of financing adequate to run the sectors under the mandate of the wereda mandates? | No | Yes | No | Yes | No | |
| 43 | If not, why not? | Expanding institutions, structures, revenue base | | Institutions, basic needs, low revenue capacities | | Institutions, basic needs, problems, criteria | |
| 44 | What should be done to solve the problems? | Economic growth | | Priority and more fund | | Accurate and relevant data | |
| 45 | How do you coordinate the budget owners during budget planning? | Same to planning | | Letters, technical support | | | |
| 46 | Is there any problem in coordinating these stakeholders? | Yes | No | No | Yes | Yes | |
| 47 | If yes, what are the problems? | Unfair budget allocation | | | Capacity | Capacity, variations between the demand and supply | |
| 48 | How do you decide financing of bilateral and multi lateral projects? | No project at all | | No | | | |
| 49 | Sketch the organizational structure for budgeting | | | | | | |
| 50 | Are there any redundant or overlapping functions in budgeting? | No | No | No | No | No | |
| 51 | If yes, what are they? | | | | | | |
| 52 | Is the existing staff of budgeting adequate in terms of number, quality and skills? | No | No | No | No | Yes | |
| 53 | What is the required and currently | 2 of 4 | 5 of 10 | 4 of 6 | 1 of 4 | 4 of 6 | |

| | | | | | | | | | |
|----|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|--------------------------|--------------------------|---------------------------|---------------------------|---------------------------------------|--------------|-----|
| | existing number of staff of budgeting functions in your office? | | | | | | | | |
| 54 | Is staff turnover common in your office (for budgeting only) | No | No | No | No | No | Yes | Yes | Yes |
| 55 | If yes, how many of them left between 1995-2001? | | | | | | 2 | 6 | |
| 56 | What are the main reasons for staff turnover? | | | | | | Promotion | Promotion | |
| 57 | Is there any staff development and incentive packages to retain and motivate? | No | No | No | No | Yes | No | No | |
| 58 | If yes, what are they? | | | | | | | | |
| 59 | Are there any short and long term training for your staff? | No | No | No | No | Yes | No | No | |
| 60 | If yes, indicate the type of training and number trained from 1995-2001? | | | | | | Budget | | |
| 61 | What are your plans in staff training? | None | None | None | None | None | None | None | |
| 62 | What are the most important training subjects for budgeting staff? | Similar to planning | Budgeting, planning, me | Refer to BPR | Refer to BPR | Refer to BPR | Budget preparation and administration | Budgeting | |
| 63 | Attach the duties and responsibilities of the budgeting staff | Refer to BPR | Refer to BPR | Refer to BPR | Refer to BPR | Refer to BPR | Refer to BPR | Refer to BPR | |
| 64 | Are there enabling environments for budgeting staff to execute their responsibilities as stated in their job descriptions? | Yes | Yes | Yes | Yes | Yes | Yes | Yes | |
| 65 | If not, list the reasons | | | | | | | | |
| 66 | Have you ever provided supports to stakeholders? | Yes | Yes | Yes | Yes | Yes | Yes | Yes | |
| 67 | If yes, indicate the type of support you provided to stakeholders in budgeting? | Information exchange, support in budgeting, | support in budgeting | support in budgeting | IE, BP | IE, BP | support in budget planning | support | |
| 68 | Have you adequate capacity to provide support to stakeholders? | No | No | No | No | No | No | No | |
| 69 | If not, what do you lack? | manpower, budget, services | Budget, skill facilities | Budget, skill facilities | budget, skill, experience | budget, skill, experience | Manpower, skill | | |
| 70 | Have you ever obtained support from other stakeholders? | No | No | No | No | No | No | No | |
| 71 | If yes, what type of support you get from other stakeholders? | | | | | | | | |
| 72 | Is this support adequate and timely? | | | | No | No | | | |
| 73 | Have you ever obtained support from the BoFED and ZFEDO? | No | Yes | Yes | No | No | No | No | |
| 74 | If yes, what type of support? | | JBP, BD | JBP, BD | | | | | |
| 75 | Is the support timely and adequate? | | Yes | Yes | | | | | |

| | | | | | | | |
|----|--------------------------------------------------------------------------------------------------|----------------|----------------------------|----------------|----------------|----------------|--|
| 76 | How frequent is this support? | | | | | | |
| 77 | How important is their support to the weredas? | Very important | Frequent Very important | Very important | Very important | Very important | |
| 78 | Are current linkages and working relationships between ZFEDO adequate? | Yes | Yes | No | Yes | No | |
| 79 | Are current linkages and working relationships between weredas and BoFED adequate and efficient? | Yes | No | No | No | No | |

PART 1 SECTION III

THEMATIC FOCUS GROUP AND KEY INFORMANT DISCUSSION-MONITORING AND EVALUATION
WEREDA LEVEL FINANCE AND ECONOMIC DEVELOPMENT OFFICES and SECTOR OFFICES

| No | Indicators | GEDEB ASSASSA | SHASHAMANE | ARSI NEGELE | A.TULU, J.KOMBOLCHA | FENTALE |
|----|------------------------------------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------|--------------------------------------------|----------------------------------------|
| 1 | Have you BPR manual on Monitoring and evaluation? | Yes | Yes | Yes | Yes | Yes |
| 2 | When did you start implementation of BPR? | In 2000 | 2000 | 2000 | 2000 | 2000 |
| 3 | Is monitoring and evaluation an integral part of planning function? | Yes | Yes | Yes | Yes | Yes |
| 4 | Is the method of planning, and monitoring and evaluation the same at wereda level? | No | No | Yes | Yes | Yes |
| 5 | Is the method of planning, monitoring and evaluation the same at kebele level? | Yes | No | Yes | No | Yes |
| 6 | What type of monitoring method are you currently using? | Participatory | Participator | Participatory | Participatory | Participator |
| 7 | What type of evaluation are you currently using? | Participatory | Participatory | Participatory | Participatory | Participatory |
| 8 | What are your monitoring indicators ? | planned targets, outcomes, budget and physical activities | Plan targets, outcomes, budget and physical activities | Targets, outcomes, activities, good governance | targets | Targets, activities and budget, others |
| 9 | What are your evaluation indicators? | Activities and inputs | Activities and inputs, | Activities and inputs, outcome and impacts | Activities and inputs, outcome and impacts | Activities and inputs |
| 10 | Are monitoring and evaluation consistent with what is planned? | Yes | No | No | Yes | Yes |
| 11 | If not, why? | | Lack of budget, logistics, manpower | Logistics, workload, problems in scheduling, shortage of budget, | | |
| 12 | What are the major methods used in monitoring of plans, projects and programmes? | Observation, focus group discussion, key informant interview | Focus for major sectors, field visit, observation, interview | Checklists, observation, interview | Checklists, observation, discussion | Action plan, TOR, plan document |
| 13 | How often do you conduct field level monitoring? | Monthly | Quarterly, unplanned visits | Quarterly | Monthly | Quarterly |
| 14 | How often do you conduct evaluations? | Not at all | Bi annually, annually | Bi-annual | Bi-annual, annual | |

| | | | | | | | |
|---------------------------|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-------------------------------------------------|----------------------------------|--|
| 15 | Have you ever evaluated any project or program or impact of the planning between 1995-2002 EFY | No | Yes | Yes | Yes | Yes | |
| 16 | If yes, what type and in which year? | | Water projects, micro-enterprises, FTC, health post, veterinary post, nursery sites | Health, agriculture | FTC, health post, health center | FTC, WHO | |
| 17 | Who actually participate in monitoring and evaluation? | Staff of WFEDO only, Sector offices, Wereda council/cabinet, Kebeles and representative, M&E team of WFDO, M&E team of WFDO and sector offices | Sectors, wereda council/cabinet, representatives of kebeles, NGOs, M&E team of WOFED, joint team of WOFED and sectors (M&E) | Sectors including justice, kebele, NGOs, M&E of WOFED | Sectors, kebeles, M&E team of WOFED and sectors | ME of sectors and WOFED, | |
| 18 | Is this composition regular? | No | No | No | Yes | Yes | |
| 19 | Indicate your field monitoring schedule? | Every 15 and 30 days | Sector offices monthly, NGO quarterly, kebeles every 15 days | 3 rd month of the quarter, unplanned visits | Monthly | Quarterly | |
| 20 | Are you using this schedule regularly? | No | No | No | No | Yes | |
| 21 | If not, why? | Sectors are adequate and responsible, Shortage of transport and communication, Shortage of budget | Manpower, workloads, transport and communications, budget | Manpower, transport and communication | Workload, transport and communication, budget | | |
| 22 | Which projects most often monitored at field level? | Education, health, agriculture, water supply, rural roads | Health, education, water, agriculture, rural road | Agriculture, education, health, governance | Physical infrastructure | WHO, WEO, WPDO, WAO, WRO, OTHERS | |
| WP DO WA O2 3 | Can you cover all kebeles and projects during each field monitoring exercise? | No | No | No | No | NO | |

| | | | | | | | |
|----|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| 24 | If not, why? | | We have to be limited to the schedule | Limited budget and transport | Transport, fund, manpower, inaccessibility of kebeles | Time, transport, fund | Transport, fund, manpower |
| 25 | Have you monitoring and evaluation indicator guidelines for each sector, sub sector and activities? | No | No | No | Yes, training manual | Yes | Yes |
| 26 | Have you standard plan, project and programme evaluation manuals and guidelines? | No | No | No | Yes | No | Yes |
| 27 | If yes, who prepared it and when? | BOFED, 2001 EFY | BOFED, 2000 | BOFED, 2000 | BOFED, in 2001 | BOFED in 2000 | BOFED |
| 28 | Are these manuals and guidelines complete, comprehensive, user friendly and consistent with your local circumstances? | No | No | No | Yes | Yes | ??? |
| 29 | If not, give reasons? | it is training manual | Inadequate | | | | |
| 30 | Indicate the relationships between sector offices, kebeles and other stakeholders with WFEDO in monitoring and evaluation? | Weak | Weak | Weak | Experience sharing, joint monitoring, information exchange | Reporting, joint monitoring, information management | ??? |
| 31 | What will be the outcome of your field monitoring exercise? | Relocation, Modifying, Solving implementation hurdles, Technical support, Management support | Readjusting, relocation, implementation hurdle, technical support, management support to higher bodies | Readjusting, relocation, modification, implementation hurdles, technical support, management support | Readjust budget, modification, implementation hurdles, technical support, management support | Readjusting, modifying, relocation implementation hurdle, technical support | Relocation, modification, implementation hurdles, technical support, management support |
| 32 | Who is the ultimate decision making body to decide on and forward solutions based on field monitoring outputs? | Wereda cabinet | Wereda council, wereda cabinet | Wereda council, wereda cabinet | Wereda cabinet | Wereda council | WOFED |
| 33 | Is this decision help to solve the problems? | Yes | Yes | Yes | Yes | Yes | Yes |
| 34 | If not why? | | | | | | |
| 35 | Is the decision timely? | Yes | No | No | No | No | Yes |
| 36 | If not indicate the reasons | | | | Delayance in feedback from heads, waiting until the meeting | Workload | |
| 37 | How often do you prepare progress reports? | Monthly, Quarterly, Bi-annually, Annually | Monthly, quarterly, bi-annual, annual | Monthly, quarterly, bi-annual, annual | Monthly, quarterly, bi-annual, annual | Monthly, quarter, biannual, annual | Monthly |

| | | | | | | | |
|----|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------------------|------------------------------------------------------------------|----------------------------------------------------------------------------|-----------------------------|----------------------------------|
| 38 | How often do you prepare evaluation reports? | | | | Annually | Annually (but none) | ??? |
| 39 | Is there regular meeting on progress report hearing in the wereda? | Yes | Yes | Yes | Yes | Yes | Yes |
| 40 | Who organize the meeting/workshop? | Wereda council | Wereda council | Wereda council | Wereda council | WC, WOFED | Wereda council |
| 41 | Who are the participants? | M&E team of WOFED, sector offices, wereda cabinet, wereda council | Sectors, council | Wereda council members | Wereda council members | Experts from sectors and WC | Sectors |
| 42 | What will be the outcome of this workshop? | Feed back and decision | Feed back and decision and responsibilities | Feed back and decision and assign responsibilities for follow-up | Identify weakness, hear the progress, provide solutions and make decisions | | |
| 43 | What is the schedule for submitting monthly reports (from sectors) | 20-25 th of the month | 22-25 | 18-21 | 21-30 | | 18-20 |
| 44 | What is the schedule for submitting quarter reports (from sectors) | 15-20 th of the month | 22-25 | 18-21 | 15-30 | | 18-20 |
| 45 | How often do you submit progress reports to ZFEDO? Indicate the schedule | 2-10 th of the next month | 3-5 days upon receiving | 26-30 | 5-10 | | 25-30 |
| 46 | Are the progress reports from sector offices and kebeles in accordance with the schedule? | No | Yes | No | No | | No |
| 47 | If not, why not? | Workload, shortage of manpower, absences of heads of offices | Workload, materials, low awareness | Workload, logistics, manpower, reluctance | Workloads, capacities | | Commitment, manpower, facilities |
| 48 | Are progress reports from kebeles and sector offices to the standard, comprehensive, consistent and reliable? | No | Yes | No | No | | no |
| 49 | If not, is there standard procedure to check the reliability? | Yes | | No | Yes | | No |
| 50 | If yes, what are they? | Check the schedule, report, and people involved | | | Cross checking by field visit, | | |
| 51 | Have you standardized monitoring and evaluation formats? | Yes | Yes | Yes | Yes | | Yes |
| 52 | If yes, who prepares it? | BOFED | BOFED | BOFED | BOFED | BOFED | BOFED |

| | | | | | | | |
|----|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|----------------|------------------------------------------------------------------------------------|
| 53 | If yes, are they comprehensive and consistent with your circumstances and nature of programmes and projects? | No | No | Yes | Yes | Yes | Yes |
| 54 | Have you any relationship with BoFED in monitoring and evaluation undertakings? | Yes | No | Yes | Yes | No | No |
| 55 | If yes, what type of relationships? | Information exchange, Reporting, Training | Occasional joint M&E, information exchange, reporting, technical support, training | Joint M&E once, information exchange, reporting, technical support, training | Information exchange, reporting, technical support and training | | |
| 56 | If not, how do you, see establishing relationships with BoFED? | Very important | Very important | Very important | Important | Very important | Very important |
| 57 | What were the consequences of not having relationships with BoFED? | | | | | | Experience, information, training |
| 58 | What are your working relationships with wereda council? | Planning, M&E, Decision making, Coordination, Technical support, Member of the council, Technical arm of the council | Planning, M&E, decision making, coordination, member of the council, part of the office of the cabinet, technical arm of the cabinet | Planning, M&E, Decision making, member of the council, part of the office of the cabinet, technical arm of the cabinet | Planning, M&E, decision making, coordination, technical support, | | Planning, ME, decision making, coordination, technical support, cabinet member |
| 59 | Does wereda council have regular field monitoring visits? | Yes, quarterly | Yes | Yes, not regular however | Yes, weekly | No | No |
| 60 | What is your annual budget for monitoring and evaluation purposes? At least indicate the daily allowances. | No separate budget | | | 1956 in 2001 | | |
| 61 | What technical supports have you received from BoFED? | Training on M&E | Training, information exchange, manuals and formats, joint M&E, experience sharing | Training, information exchange, manuals, guidelines | Training on M&E, information exchange, manuals and formats, outputs of IM, regular meetings, joint ME, experience sharing | | Training, information exchange, formats, output of IM, technical workshops, |
| 62 | Have you any technical support from ZFEDO? | Yes | Yes | Yes | Yes | Yes | Yes |
| 63 | If yes, what type of support? | Training on M&E, Information exchange, Manuals, formats and guidelines, Outputs of IM, Technical (regular) workshops, Joint | Training, information exchange, manuals, joint M&E, experience sharing | Information exchange, manuals, guidelines, joint M&E | Training on M&E, information exchange, manuals and formats, outputs of IM, regular meetings, joint ME, experience sharing | | Training, exchange, formats, IM, technical workshops, joint ME, experience sharing |

| | | | | | | |
|----|----------------------------------------------------------------------------------------------------------|------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| 64 | How frequent is their support? | monitoring and evaluation, Experience sharing | Occasional | Occasionally | Monthly, quarter, bi-annual and annual reports | Occasional |
| 65 | How important is their support? | Very important | Fairly important | Very important | Very important | Very important |
| 66 | Have you any capacity to provide technical supports to kebeles and sector offices? | Yes, but limited | Yes | No | Yes | No |
| 67 | If any, what type of technical support do you provide to sectors and kebeles? | Training on M&E, Joint M&E, Experience sharing | Training in 2000, information exchange, joint ME, experience sharing | Information exchange, joint M&E, experience sharing | Training on ME, information exchange, joint ME, experience sharing, technical workshop | Important |
| 68 | How frequent and important is this technical support? | Monthly, quarterly for about 10 days | Rarely | Not frequent | Irregular though not significant | Quarterly |
| 69 | Is the support adequate? | No | No | No | No | No |
| 70 | If not, why not? | Inadequate manpower | Manpower, fund | Manpower, skill and experience, fund | Fund | Manpower, fund |
| 71 | Have you got any training in monitoring and evaluation? | Yes | Yes, 2000 | Yes | Yes | Yes |
| 72 | If yes, how many times between 1995-2001 EFY. | 1 | 1 | 1 | 8 | 1 |
| 73 | How many of your staff participated in the training? | 2 | 2 | 3 | 2 | 2 |
| 74 | Were relevant staff members of M&E participated on training? | Yes | Yes | Yes | Yes | Yes |
| 75 | Was the training adequate and solve your problems? | No | No | No | No | No |
| 76 | If not, indicate the reasons? | Short duration | Short duration, irregularity | Repetition, content and scope | Short duration, not consistent | Short duration, content and scope |
| 77 | On what type of monitoring and evaluation did you take a training? | Participatory | Participatory | Participatory | Participatory | Participatory |
| 78 | Have you practically applied this training on your routine monitoring and evaluation? | Yes | Yes | Yes | No | Yes |
| 79 | If not, indicate the reasons | | | | Inadequate training, resource to apply, workloads | |
| 80 | What is the number and qualifications of staff required for monitoring and evaluation, according to BPR? | 3 degree graduates | 5 required and one available | Of 3 required only 1 available | Initially the division was made between planning and ME each sharing 3 staff members and now | Initially separated ME from planning and budgeting and no merged together. The PME requires 6 |

| | | | | | | |
|----|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|--------------------------------------------------|----------------------------------|----------------------------------|
| 81 | What is the number and qualification of your staff currently working on monitoring and evaluation? | 3 diploma graduates | 1 in agricultural resource economics | Purchasing and supply management | everyone is assigned to work PME | 5 |
| 82 | If there are any gaps in number and quality of staff, what are the major constraints to solving staff problems? | Skill and experience, qualification | Budget, inadequate salary, access to facilities and logistics | Irrelevant staff with no training | | 1 |
| 83 | Have you staff development plans? | Yes | No | No | Yes | No |
| 84 | If yes, what are they? | Long term training Short term training Attractive working environment Adequate facilities and access to information technology | | | Short term training | |
| 85 | Is staff turnover frequent in this team? | Yes | Yes | Yes | No | Yes |
| 86 | If yes, how many staff members left the team between 1995-2001? | 2 | 4 | 3 | | 3 in 2001 |
| 87 | What are the major causes for staff turnover? | Unattractive salary Unattractive work environment | Unattractive salary, allowances and opportunities | Transfer | | Salary, allowance, opportunities |
| 88 | Sketch the structural organization of the monitoring and evaluation team | | | | | |
| 89 | Attach the duties and responsibilities of the existing staff of M&E | Refer to BPR | Refer to BPR | Refer to BPR | Refer to BPR | Refer to BPR |
| 90 | Do all staff members accomplish their duties and responsibilities as stated? | Yes | No | No | No | Yes |
| 91 | If not, why? | | | | | |
| 92 | Is there redundant structure and overlapping functions in monitoring and evaluation in other offices (example the wereda council)? | No | Inadequate staff, fund, facilities, workloads | Staff, fund, facilities, training and experience | Inadequate facilities and budget | No |
| 93 | Did these overlapping functions have any negative impact on M&E of the WFEDO? | No | No | No | Yes | Yes |

CONTINUED FROM PART I SECTION III (WOFED Monitoring and Evaluation)

| No | Indicators | TULLO | HABRO | LUMÉ |
|----|------------------------------------------------------------------------------------------------|-------------------------------------------------------|---------------------------------------------------------------------------------|------------------------------------------------------|
| 1 | Have you BPR manual on Monitoring and evaluation? | Yes | Yes | No |
| 2 | When did you start implementation of BPR? | 2000 | 2000 | 2000 |
| 3 | Is monitoring and evaluation an integral part of planning function? | Yes | Yes | Yes |
| 4 | Is the method of planning, and monitoring and evaluation the same at wereda level? | Yes | Yes | Yes |
| 5 | Is the method of planning, monitoring and evaluation the same at kebele level? | Yes | Yes | Yes |
| 6 | What type of monitoring method are you currently using? | Participatory | Participatory | Participatory |
| 7 | What type of evaluation are you currently using? | | | Participatory |
| 8 | What are your monitoring indicators ? | Targets, budget and physical activities | Targets, activities | Targets, budget, activities |
| 9 | What are your evaluation indicators? | | No | Activities and inputs |
| 10 | Are monitoring and evaluation consistent with what is planned? | Yes | Yes | Yes |
| 11 | If not, why? | | | |
| 12 | What are the major methods used in monitoring of plans, projects and programmes? | Participatory and conventional | Action plans | Regular report, field visits, discussion, checklists |
| 13 | How often do you conduct field level monitoring? | Monthly, quarterly, as necessary | Quarterly, unplanned visits | Monthly |
| 14 | How often do you conduct evaluations? | None | | |
| 15 | Have you ever evaluated any project or program or impact of the planning between 1995-2002 EFY | No | Yes | No |
| 16 | If yes, what type and in which year? | | | |
| 17 | Who actually participate in monitoring and evaluation? | Sectors, WC,,MIE team of WoFED | Sectors, wereda council, WC, M&E of WoFED, joint monitoring of SECTOR AND WOFED | Sectors, kebeles, NGOs, M&E of WoFED and sectors |
| 18 | Is this composition regular? | Yes | No | Yes |
| 19 | Indicate your field monitoring schedule? | Quarter from 10-15 | Quarter 15-20 | 15-25 month |
| 20 | Are you using this schedule regularly? | No | No | No |
| 21 | If not, why? | Manpower, workloads, transport, communication, budget | Workloads, transport, communication, budget | Transport, communication, budget |
| 22 | Which projects most often monitored at field level? | Construction, and other regular programs | Construction activities | Construction activities |
| 23 | Can you cover all kebeles and projects during each field monitoring exercise? | No | No | No |
| 24 | If not, why? | Time, transport and | Time, transport, fund | Time, transport, fund, |

| | | communication, fund | manpower |
|----|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| 25 | Have you monitoring and evaluation indicator guidelines for each sector, sub sector and activities? | No | No Yes |
| 26 | Have you standard plan, project and programme evaluation manuals and guidelines? | No | Yes |
| 27 | If yes, who prepared it and when? | No | BOFED, 2001 |
| 28 | Are these manuals and guidelines complete, comprehensive, user friendly and consistent with your local circumstances? | No | No |
| 29 | If not, give reasons? | | Capacity, application, |
| 30 | Indicate the relationships between sector offices, kebeles and other stakeholders with WFEDO in monitoring and evaluation? | Joint monitoring, reporting | Reporting, planning, joint monitoring and medium |
| 31 | What will be the outcome of your field monitoring exercise? | Adjustment, relocation, modification, solutions, technical support, management support | adjustment, relocation, modification implementation hurdles, technical and management support |
| 32 | Who is the ultimate decision making body to decide on and forward solutions based on field monitoring outputs? | WOFED, WCab, WC, sectors | WC |
| 33 | Is this decision help to solve the problems? | Yes | Yes |
| 34 | If not why? | | |
| 35 | Is the decision timely? | Yes | Yes |
| 36 | If not indicate the reasons | | |
| 37 | How often do you prepare progress reports? | monthly, quarter, bi-annual, annual | monthly, quarter, annual |
| 38 | How often do you prepare evaluation reports? | | annual |
| 39 | Is there regular meeting on progress report hearing in the wereda? | Yes | Yes |
| 40 | Who organize the meeting/workshop? | WC | WC |
| 41 | Who are the participants? | All sectors, KC, WC members | WC, WCAB, WC |
| 42 | What will be the outcome of this workshop? | Solution, feedback, delegate responsibilities | Solutions and feedback, delegation of responsibility |
| 43 | What is the schedule for submitting monthly reports (from sectors) | 15-18 | Weakness, strength, decision, delegation of responsibility |
| 44 | What is the schedule for submitting quarter reports (from sectors) | 20 | 15-25 |
| 45 | How often do you submit progress reports to ZFEDO? Indicate the schedule | 22-27 | 15-25 |
| 46 | Are the progress reports from sector offices and kebeles in accordance with the schedule? | Sometimes | 25-30 |
| 47 | If not, why not? | | No |
| | | Stationeries, budget, power interruptions, transport | Distance, transport |

| | | | | | |
|----|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------------------------------------------------------|-------|---------------------------------------------------------|
| 48 | Are progress reports from kebeles and sector offices to the standard, comprehensive, consistent and reliable? | Yes | No | No | No |
| 49 | If not, is there standard procedure to check the reliability? | | No | | Yes |
| 50 | If yes, what are they? | | | | capacity, skill, experience, manpower |
| 51 | Have you standardized monitoring and evaluation formats? | Yes | Yes | Yes | Yes |
| 52 | If yes, who prepares it? | ZOFED | BOFED | BOFED | BOFED |
| 53 | If yes, are they comprehensive and consistent with your circumstances and nature of programmes and projects? | Yes | No | No | No |
| 54 | Have you any relationship with BoFED in monitoring and evaluation undertakings? | No | No | No | Yes |
| 55 | If yes, what type of relationships? | | | | IE, training |
| 56 | If not, how do you, see establishing relationships with BoFED? | Very important | Very important | | Very important |
| 57 | What were the consequences of not having relationships with BoFED? | Training, technical support, logistics | Technical and material support | | Logistics, budget, technical support, capacity building |
| 58 | What are your working relationships with wereda council? | Planning, ME, decision making, coordination (transport), part of the cabinet | Planning, me, decision making, coordination, PRT of the cabinet | | Planning, me, decision making, wereda cabinet |
| 59 | Does wereda council have regular field monitoring visits? | Yes | No | No | Yes |
| 60 | What is your annual budget for monitoring and evaluation purposes? At least indicate the daily allowances. | None | | | None |
| 61 | What technical supports have you received from BoFED? | None | | | training, IE, formats |
| 62 | Have you any technical support from ZFEDO? | No | No | | yes |
| 63 | If yes, what type of support? | Information exchange, experience sharing, feedbacks on reports | | | IE, JME |
| 64 | How frequent is their support? | Quarter | Occasional | | Quarter |
| 65 | How important is their support? | Fairly important | No | | Very important |
| 66 | Have you any capacity to provide technical supports to kebeles and sector offices? | Yes | No | | No |
| 67 | If any, what type of technical support do you provide to sectors and kebeles? | Training on ME, joint ME, experience sharing | | | Training, IE, JME, ES |
| 68 | How frequent and important is this technical support? | Important but infrequent | Quarterly and rarely for their own purpose | | Some times |
| 69 | Is the support adequate? | No | No | | No |
| 70 | If not, why not? | Fund | Communication, fund, access | | Communication, fund |
| 71 | Have you got any training in monitoring and evaluation? | No | Yes | | Yes |
| 72 | If yes, how many times between 1995-2001 EFY. | | 1x | | 1x |

| | | | | | |
|----|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|--|----------------------------------------------------------------|----------------------------------------------------------|
| 73 | How many of your staff participated in the training? | | | 3 | 3 |
| 74 | Were relevant staff members of M&E participated on training? | | | yes | yes |
| 75 | Was the training adequate and solve your problems? | | | no | no |
| 76 | If not, indicate the reasons? | | | duration, problem faced, content and scope | duration, inconsistent with real problem, content, scope |
| 77 | On what type of monitoring and evaluation did you take a training? | | | participatory | participatory |
| 78 | Have you practically applied this training on your routine monitoring and evaluation? | | | no | yes |
| 79 | If not, indicate the reasons | | | training, resources | |
| 80 | What is the number and qualifications of staff required for monitoring and evaluation, according to BPR? | 9 staff (6 on planning and budgeting and 3 on ME excluding the process owner) | | planning and budgeting 6 me 3 excluding process owner | 9 |
| 81 | What is the number and qualification of your staff currently working on monitoring and evaluation? | 2 (BA management and economics) | | planning and budgeting 4 me 3 (BA in economics and management) | 6 (economics 2, geography 2, others 2) |
| 82 | If there are any gaps in number and quality of staff, what are the major constraints to solving staff problems? | Turnover, budget | | Budget | Budget |
| 83 | Have you staff development plans? | No | | No | No |
| 84 | If yes, what are they? | Yes | | Yes | Yes |
| 85 | Is staff turnover frequent in this team? | 1 from PME and 4 from others | | 1 | 4 |
| 86 | If yes, how many staff members left the team between 1995-2001? | Transfer, unattractive salary | | Salary, work environment, job titles, opportunities | Salary, transfer, opportunities |
| 87 | What are the major causes for staff turnover? | | | | |
| 88 | Sketch the structural organization of the monitoring and evaluation team | | | | |
| 89 | Attach the duties and responsibilities of the existing staff of M&E | Refer to BPR | | Refer to BPR | Refer to BPR |
| 90 | Do all staff members accomplish their duties and responsibilities as stated? | Yes | | No | No |
| 91 | If not, why? | | | | staff, fund, facilities |
| 92 | Is there redundant structure and overlapping functions in monitoring and evaluation in other offices (example the wereda council)? | Yes | | Yes | Yes |
| 93 | Did these overlapping functions have any negative impact on M&E of the WFEDO? | Yes | | Yes | No |

CONTINUED FROM PART 1 SECTION III (WOFED MONITORING AND EVALUATION)

| No | Indicators | SIBU SIRE | GUTO GIDA | JIMA ARJO | KERSA | GOMA |
|----|------------------------------------------------------------------------------------------------|-----------------------------------------|--------------------------------------------|--------------------------------------|--------------------------------------------|--------------------------------------------|
| 1 | Have you BPR manual on Monitoring and evaluation? | Yes | Yes | Yes | Yes | Yes |
| 2 | When did you start implementation of BPR? | 2000 | 2000 | 2000 | 2000 | 2000 |
| 3 | Is monitoring and evaluation an integral part of planning function? | Yes | Yes | Yes | Yes | Yes |
| 4 | Is the method of planning, and monitoring and evaluation the same at wereda level? | Yes | Yes | Yes | Yes | Yes |
| 5 | Is the method of planning, monitoring and evaluation the same at kebele level? | Yes | No | Yes | Yes | Yes |
| 6 | What type of monitoring method are you currently using? | Conventional | Mixed | Mixed | Participatory | Participatory |
| 7 | What type of evaluation are you currently using? | Conventional | Mixed | Participatory | Participatory | Participatory |
| 8 | What are your monitoring indicators ? | Targets, budget and physical activities | Targets, activities | targets, budget, activities, outcome | targets, budget and physical activities | targets, budget and physical activities |
| 9 | What are your evaluation indicators? | Activities and inputs | Outcome, impact, sustainability, relevance | outcome and impacts | outcome, impact, sustainability, relevance | outcome, impact, sustainability, relevance |
| 10 | Are monitoring and evaluation consistent with what is planned? | Yes | Yes | Yes | Yes | Yes |
| 11 | If not, why? | | | | | |
| 12 | What are the major methods used in monitoring of plans, projects and programmes? | Performance, observation, interviews | Action plans | | participatory | participatory |
| 13 | How often do you conduct field level monitoring? | Quarterly | Quarterly | monthly | monthly, quarter | semi annually |
| 14 | How often do you conduct evaluations? | Annually | Quarterly | quarterly | bi-annual | annual |
| 15 | Have you ever evaluated any project or program or impact of the planning between 1995-2002 EFY | Yes | Yes | Yes | Yes | No |
| 16 | If yes, what type and in which year? | | | capital budget projects | | |
| 17 | Who actually participate in monitoring and evaluation? | Sectors, WC, ME team of WoFED | Joint monitoring of sector and WoFED | M&E of WoFED and sectors | M&E team of WoFED and sectors | M&E team of WoFED and sectors |
| 18 | Is this composition regular? | Yes | NO | Yes | Yes | Yes |
| 19 | Indicate your field monitoring schedule? | Quarter from 10- | quarter 15-20 | Monthly | Monthly, quarterly | |

| | | | | | | | | |
|----|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------------------------------------------|------------------------------------------------------|-----------------------------------------------------------------------------------------------|----------------------------------------------|----------------------------------------------|----------------------------------------------|
| 20 | Are you using this schedule regularly? if not, why? | 15 Yes | Yes | Yes | Yes | Yes | Yes | Yes |
| 21 | Which projects most often monitored at field level? | pit latrine, seat, FTC, water supply management | pit latrine, seat, FTC, water supply management | agriculture, health and water | health, agriculture, access roads, education | health, agriculture, access roads, education | health, agriculture, access roads, education | health, agriculture, access roads, education |
| 22 | Can you cover all kebeles and projects during each field monitoring exercise? | No | No | Yes | No | No | No | No |
| 23 | If not, why? | time, transport and communication, fund, manpower | time, transport, fund | | fund, manpower | | transport, fund | |
| 24 | Have you monitoring and evaluation indicator guidelines for each sector, sub sector and activities? | No | No | Yes | Yes | No | No | No |
| 25 | Have you standard plan, project and programme evaluation manuals and guidelines? | No | No | Yes | Yes | Yes | Yes | Yes |
| 26 | If yes, who prepared it and when? | | | | | | | |
| 27 | Are these manuals and guidelines complete, comprehensive, user friendly and consistent with your local circumstances? | | No | No | BOFED, 2000 | BOFED, 1999 | BOFED, 2000 | BOFED, 2000 |
| 28 | If not, give reasons? | | No | No | No | Yes | No | No |
| 29 | Indicate the relationships between sector offices, kebeles and other stakeholders with WFEDO in monitoring and evaluation? | Good b/n wereda and kebeles, poor for me of weredas | Good, joint monitoring | Inadequate and medium | Medium | | Weak | Incomplete |
| 30 | What will be the outcome of your field monitoring exercise? | solutions, technical support, management support | Adjustment, implementation hurdles, technical support | Relocation, Implementation hurdle, technical support | Adjustment, relocation, modification, implementation hurdle, technical and management support | | Implementation hurdle | |
| 31 | Who is the ultimate decision making body to decide on and forward solutions based on field monitoring outputs? | WC | WC | WC | WC | | WC | |
| 32 | Is this decision help to solve the problems? | Yes | Yes | Yes | Yes | | Yes | |
| 33 | If not why? | | | | | | | |
| 34 | Is the decision timely? | No | No | Yes | Yes | | Yes | |
| 35 | If not indicate the reasons | Low attention, workload | Monthly, quarter, bi-annual, annual | Monthly, quarter, bi-annual, annual | Monthly, quarter, bi-annual, annual | | Monthly, quarterly | |
| 36 | How often do you prepare progress reports? | | | | | | | |
| 37 | | | | | | | | |

| | | | | | | | |
|----|---------------------------------------------------------------------------------------------------------------|------------------------------|-------------------------------------------|--------------------------------------------|----------------------------------------------------|---------------------------------------|---------------------------------------|
| 38 | How often do you prepare evaluation reports? | annually | quarterly | quarterly | quarterly | mid term | annual |
| 39 | Is there regular meeting on progress report hearing in the wereda? | Yes | Yes | Yes | Yes | Yes | Yes |
| 40 | Who organize the meeting/workshop? | WOFED, WCAB | WOFED | Capacity building office | WC | WC | WC |
| 41 | Who are the participants? | sector heads, | WoFED mgmt committee | WOFED , sectors, CBO | Sectors, kebele managers | Heads of sectors | Heads of sectors |
| 42 | What will be the outcome of this workshop? | solution, feed back | solutions and feedback | Information, solve problem, reduce wastage | Information exchange, solve problems | Information and solution | Information and solution |
| 43 | What is the schedule for submitting monthly reports (from sectors) | 1-5 OF THE PRECEDING MONTH | monthly and quarterly | none | 1-5 of the preceding month | 5 th of preceding month | 5 th of preceding month |
| 44 | What is the schedule for submitting quarter reports (from sectors) | Beginning of next month | Sept, Dec, March, June | Quarterly | 25-30 of the quarter | Up to 10 th of the quarter | Up to 10 th of the quarter |
| 45 | How often do you submit progress reports to ZFEDO? Indicate the schedule | Monthly, quarterly, annually | 4x | Quarterly | Quarterly | Quarterly | Quarterly |
| 46 | Are the progress reports from sector offices and kebeles in accordance with the schedule? | Yes | No | No | Yes | Yes | Yes |
| 47 | If not, why not? | | Stationeries, budget, transport | No | | | |
| 48 | Are progress reports from kebeles and sector offices to the standard, comprehensive, consistent and reliable? | Yes | No | No | Yes | No | No |
| 49 | If not, is there standard procedure to check the reliability? | | Yes | Yes | | Yes | Yes |
| 50 | If yes, what are they? | | Past reports, cross checking | Discussion and review | | | |
| 51 | Have you standardized monitoring and evaluation formats? | No | Yes | Yes | Yes | No | No |
| 52 | If yes, who prepares it? | | BOFED | BOFED | BOFED | BOFED | BOFED |
| 53 | If yes, are they comprehensive and consistent with your circumstances and nature of programmes and projects? | | No | No | Yes | Yes | Yes |
| 54 | Have you any relationship with BoFED in monitoring and evaluation undertakings? | No | No | Yes | Yes | No | No |
| 55 | If yes, what type of relationships? | | Information exchange, reporting, training | Information exchange, reporting, training | Joint ME, information, technical support, training | | |
| 56 | If not, how do you, see establishing | important | Very important | Very important | Very important | Very important | Very important |

| | | | | | | | | | |
|----|------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------------------------|-------------------------------|-------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------|--|--|
| 57 | relationships with BoFED? | | | | | | | | |
| 58 | What were the consequences of not having relationships with BoFED? | Training, technical support, logistics | Technical and material support | Planning, me, decision making | Planning, me, decision making | Planning, me, decision, coordination, technical support, member of council, technical arm, member of cabinet | Me, decision making | | |
| 59 | What are your working relationships with wereda council? | Yes | Yes | Yes | Yes | No | Yes | | |
| 60 | Does wereda council have regular field monitoring visits? | None | | | | None | None | | |
| 61 | What is your annual budget for monitoring and evaluation purposes? At least indicate the daily allowances. | Training | training, manuals | training, me, decision making | training | training, information, formats, output of IM | none | | |
| 62 | What technical supports have you received from BoFED? | Yes | No | No | Yes | Yes | No | | |
| 63 | Have you any technical support from ZFEDO? | Information exchange, experience sharing | | | Formats | Training, IE | | | |
| 64 | If yes, what type of support? | Quarter | Occasional | | Annually | Quarterly, occasional and infrequent | | | |
| 65 | How frequent is their support? | Very important | Important | Important | Very important | Very important | Very important | | |
| 66 | How important is their support? | Yes | Yes | Yes | Yes | Yes | No | | |
| 67 | Have you any capacity to provide technical supports to kebeles and sector offices? | Training on ME, joint ME, IE | Orientation | Orientation | IE | IE, experience sharing | | | |
| 68 | If any, what type of technical support do you provide to sectors and kebeles? | important and quarter | very high | very high | 1x/year | sometimes, very important | | | |
| 69 | How frequent and important is this technical support? | Yes | No | No | No | Yes | | | |
| 70 | Is the support adequate? | | skill, experience, fund | skill, experience, fund | manpower, fund, transport | | | | |
| 71 | If not, why not? | Yes | Yes | Yes | Yes | Yes | No | | |
| 72 | Have you got any training in monitoring and evaluation? | 2x | 1x | 1x | 2x | 4x | | | |
| 73 | If yes, how many times between 1995-2001 EFY. | 3 | 2 | 2 | 2 | 3 | none | | |
| 74 | How many of your staff participated in the training? | Yes | Yes | Yes | Yes | Yes | | | |
| 75 | Were relevant staff members of M&E participated on training? | No | No | No | No | Yes | | | |
| 76 | Was the training adequate and solve your problems? | Duration, | Duration,, content | Duration,, content | Duration, content | Duration, content | | | |
| 76 | If not, indicate the reasons? | | | | | | | | |

| | | repetition, inconsistent | and scope | scope | | |
|----|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------|-----------------------|--------------------------------------------|------------------------------------------------|
| 77 | On what type of monitoring and evaluation did you take a training? | Participatory | Participatory | Mixed | Participatory | |
| 78 | Have you practically applied this training on your routine monitoring and evaluation? | Yes | No | Yes | Yes | |
| 79 | If not, indicate the reasons | | Training, resources | | | |
| 80 | What is the number and qualifications of staff required for monitoring and evaluation, according to BPR? | 3 BA | 3 BA | 3BA | 3 | 3 |
| 81 | What is the number and qualification of your staff currently working on monitoring and evaluation? | 1 BA, 2 diploma | 1 BA | 3 | 1 | 1 |
| 82 | If there are any gaps in number and quality of staff, what are the major constraints to solving staff problems? | budget and committee preferences | budget | budget | yes | budget |
| 83 | Have you staff development plans? | No | No | No | No | No |
| 84 | If yes, what are they? | | | | | |
| 85 | Is staff turnover frequent in this team? | No | Yes | Yes | Yes | Yes |
| 86 | If yes, how many staff members left the team between 1995-2001? | | 2 | 1 | 1 | 1 |
| 87 | What are the major causes for staff turnover? | | salary, opportunities | salary, opportunities | salary, allowances, bonuses, opportunities | salary, environment, allowances, opportunities |
| 88 | Sketch the structural organization of the monitoring and evaluation team | | | | | |
| 89 | Attach the duties and responsibilities of the existing staff of M&E | Refer to BPR | Refer to BPR | Refer to BPR | | |
| 90 | Do all staff members accomplish their duties and responsibilities as stated? | No | Yes | Yes | Yes | No |
| 91 | If not, why? | fund, facilities, management | | | | staff, fund, facility |
| 92 | Is there redundant structure and overlapping functions in monitoring and evaluation in other offices (example the wereda council)? | No | No | No | No | No |
| 93 | Did these overlapping functions have any negative impact on M&E of the WFEDO? | | | | No | No |

**THEMATIC FOCUS GROUP AND KEY INFORMANT DISCUSSION- INFORMATION MANAGEMENT
WEREDA FINANCE AND ECONOMIC DEVELOPMENT OFFICES and SECTOR OFFICES
PART I SECTION IV**

| NO | INDICATORS | GEDEB ASSASSA | SHASHAWANE | ARSI NEGELE | A.TULU J.KOMBOLCHA | FENTALE |
|----|----------------------------------------------------------------------------------------------------|-----------------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| 1 | Is the information management team separate from other teams? | Yes | No | Yes | Yes under the PME | Yes |
| 2 | Is the information management system have a regular and working procedures, processes and methods? | No | Yes | No | Yes but not in accordance of BPR | Yes |
| 3 | If yes, indicate your procedures? | Implemented by PME | | | | |
| 4 | Have you regular schedule for data collection and compilation and dissemination? | No | No | No | Yes | No |
| 5 | If yes, indicate the schedule | No schedule | The schedule is only for budget allocation data not for statistical abstracts or profiles | Sectors, the council, the cabinet, kebeles, ZOFED and BOFED, NGOS, observation | The formats disseminated to kebeles, the kebeles collect the data and the return to the WOFED | |
| 6 | What are your data and information sources? | Sector offices, Kebeles | Sectors, kebeles, NGOs | Occasional but scheduled | Sectors, kebeles, NGOs | Sectors, wereda council/cabinet, kebeles, ZOFED, BOFED, others |
| 7 | How frequent is the data flow from the kebele level? | On demand | occasional | On demand | On demand | Occasional |
| 8 | How frequent and regular is the data flow from sector offices | On demand | Occasional, on demand | Occasional and on demand | On demand | Frequent and regular |
| 9 | What is the source of data of sector offices and kebeles/ | annual reports, kebeles | Kebeles, NGOs | Annual reports, kebeles and NGOS | Kebeles | Annual reports, kebeles, NGOs |
| 10 | Have they established data collection, compilation and dissemination strategies? | No | Yes | No | No | No |
| 11 | How accurate and reliable is the data from sector offices? | Unreliable and inconsistent | Reliable and consistent | Unreliable and inconsistent | Unreliable and inconsistent | Reliable and consistent |
| 12 | How accurate and reliable is the data from kebeles | Unreliable and inconsistent | Reliable and consistent | Inaccurate | Unreliable and inconsistent | Reliable and consistent |
| 13 | How do you control reliability and consistency of data from sector offices and kebeles | Cross checking | Cross checking and observation | Cross checking | Cross checking | Annual reports from each sector |
| 14 | Have you standardized data collection, analysis and compilation guidelines and | No | Yes | No | No | No |

| | | | | | | | | | |
|----|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------|--|----------------------------------------------------------|-----------------------------------------------------------------|--|--|---------------------------------------------------------|---------------------------------|
| 15 | manuals? If yes, indicate some of them | | | Data collection methods, questionnaire, checklists | Yes | | | | |
| 16 | Have you standard data collection formats for sector offices and kebeles? | No, only sometimes | | Yes | Yes | | | | Yes |
| 17 | If yes, who prepared them? | ZoFED | | BOFED, ZOFED, WOFED | BOFED, ZOFED, WOFED | | | | ZOFED, WOFED |
| 18 | Have you standardized data compilation formats? | No | | Yes | Yes | | | | No |
| 19 | If yes, who prepared them? | ZOFED | | BOFED | ZOFED, WOFED | | | | |
| 20 | What type of data are collected by the office? | | | Socio-economics, physical data | Socio-economics | | | Socio-economic data physical data | Secondary data |
| 21 | What is the final use of these data? | Planning, Budgeting, Monitoring and evaluation, Information | | Planning, budgeting, M&E, information, project proposals | Planning, budgeting, M&E, information, project proposal | | | Planning, budgeting, M&E, information, project proposal | |
| 22 | In what form did you compile these data and information | None | | Profiles, data base | Profiles | | | Profile in 2001 | Profile |
| 23 | How many of them were you preparing between 1995-2001 | None | | None | 1 profile 2001 | | | 1 abstract, 1 profile | 2 profile |
| 24 | Have you incorporated primary data collection system in your information management system? | No | | Yes | Yes | | | No | Yes |
| 25 | If yes, what type of data have you collected so far, using primary survey data collection methods? | | | sectors | Socio-economic data | | | | |
| 26 | If yes, how many sets of such survey data are collected between 1995-2001 | | | | 1/year | | | | |
| 27 | How important is the introduction of primary data collection in your data management system | it is good but no capacity | | Very important | Very important | | | Very important | Very important |
| 28 | Have you an experience of using primary data collected by other institutions? | No | | Yes | Yes | | | No | No |
| 29 | Who are the users of your output? | None | | Sectors (wereda and zones), wereda administration | Sector offices, NGO, zonal offices, region and others on demand | | | NGOs, ZOFED and other relevant institutions on demand | Sectors, planners, NGOs, donors |
| 30 | Are you using these data for planning, evaluation, identification of projects and others? | Yes | | Yes | Yes | | | No | Yes |

| | If yes, how often? | sometimes | Always | During planning | Every year for budget allocation | Most often, for budget allocation |
|----|---------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|----------------------------------|----------------------------------------------------------------------------------------------------------------|
| 31 | | | | | | |
| 32 | How many times have you sent the compiled data to ZFEDO and BOFED between 1995-2001? | Once/year, sometimes | Once/year | Only once | Every year for budget allocation | ZOFED |
| 33 | Have you a database system? | No | No | No | No | No |
| 34 | If yes, indicate the type? | | | | | |
| 35 | Have you separate computers to store and manage the data? | No | No | No | No | No |
| 36 | If yes, indicate the type and capacity of the computer used for data storing and management | | | | No | |
| 37 | Have you modern and relevant software for data entry and analysis? | No | No | No | Yes | No |
| 38 | If yes, indicate some of them | | | | | |
| 39 | Have you adequate relationships with ZFEDO? | Yes | Yes | Yes | Yes | No |
| 40 | Have you adequate technical support from ZFEDO? | No | Yes | No | No | No |
| 41 | If yes, what type of support? | | Information exchange, training, guidelines, experience sharing | Information exchange, guideline, manual, experience sharing | Training, guidelines and manuals | Information exchange, training, technical meeting, guidelines and manuals, experience sharing |
| 42 | Have you adequate support from BoFED? | No | No | Yes, rarely | No | No |
| 43 | If yes, what type of support were you receiving since 1995 EFY? | | | Information exchange, training, guidelines and manuals | Training, guidelines | |
| 44 | Are supports from ZFEDO and BoFED adequate to improve your efficiency? | Yes | No | No | No | No |
| 45 | Have you adequate support from sector offices? | No | No | No | No | Yes |
| 46 | What type of support were you receiving from sector offices | | Experience sharing, joint team work, information exchange, technical meetings | Joint team work, rare experience sharing, information exchange | Experience, information exchange | Experience sharing, joint teamwork, experience sharing, information exchange, technical meetings and workshops |
| 47 | Have you adequate support from wereda cabinet or council? | Yes | Yes | No | Yes | Yes |
| 48 | What type of support were you receiving from wereda council/cabinet? | Administrative and management support | administrative and management support, information exchange, joint team | Material and financial support, administrative and management support, information support, information | Management support | Experience sharing, joint teamwork, experience sharing, information exchange, technical |

| | | | work | exchange, joint team work | meetings and workshops |
|----|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------|
| 49 | Have you ever provided supports to sector offices and kebeles? | Yes, but inadequate | Yes | No | Yes |
| 50 | If yes, what type of support? | Information exchange, Joint team work | Information exchange, joint team work, experience sharing, technical meetings | Information exchange, joint team work, budget administration | Training, information exchange, joint team work |
| 51 | If no, indicate the reasons? | Inadequate manpower, Inadequate experience and skills better than them, Inadequate fund, Inadequate logistics | | Manpower, experience and skill, fund, logistics | |
| 52 | Have you adequate skill and experience in data collection, analysis, compilation? | no | No | No | No |
| 53 | Have you got training on information management since 1995? | no | No | No | Yes |
| 54 | If yes, how many times and for how many staff? | Once for 3 staff | | | 3x, 2 staff |
| 55 | Was the training given to relevant staff? | Yes | | | Yes |
| 56 | How adequate is the training in terms of content, relevance, comprehensiveness, and duration? | Inadequate | | | Inadequate |
| 57 | Have you ever received compiled information (abstracts, atlases, maps, profiles from the BoFED and ZFEDO between 1995-2001)? | no | yes | Yes | Yes |
| 58 | Who prepared the data collection formats? | ZOFED | BOFED | ZOFED, WOFED | BOFED |
| 59 | If BoFED and ZFEDO are the formats adequate, relevant and consistent with circumstances? | No | Yes | Yes | No |
| 60 | Are the formats, user friendly? | Unknown | Yes | Yes | No |
| 61 | What is the minimum disaggregation level of data at wereda level? | Sectors | kebele, sectors | Kebele, sectors, | Kebele, sectors |
| 62 | What is the minimum disaggregation level of data at kebele level? | Sector | Sectors | Sectors | Kebele |
| 63 | Is there adequate and appropriate capacity and manpower at kebele | no | No | No | No |

| | | | | | | | | |
|----|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------|-----------------------------------------------------|--------------------------------------------------------------------------------------|----|------|
| 64 | level? Is there adequate and relevant capacity and manpower in sector offices for information management? | no | No | No | No | No | No | No |
| 65 | Is there adequate fund for information management at kebele, sector and WFEDO level? | no | No | No | No | No | No | No |
| 66 | What is the average annual budget for information management at WFEDO? | none | None | No | No | No | No | None |
| 67 | What mainly dictates data collection at wereda level? | Planning, Demand of BoFED, wereda council, etc. | Planning, project proposal, fund allocation, development, demand from BoFED | Planning, development, demand from BoFED, WC, promotional purpose | Planning, proposals, development, demand from BoFED | Planning, project proposal, fund allocation, development, demand of BOFED, promotion | | |
| 68 | What dictates data collection at kebele level? | Planning | Planning, fund allocation, resource knowledge, development gaps, policy and strategy | Planning, fund allocation, resource knowledge, gaps, policy and strategy | Planning, development gaps | Planning, fund allocation, resource knowledge | | |
| 69 | How many kebeles sent data and information on regular basis to WFEDO since 1995? | All | Irregular | Irregular though all submitted | 38 in 200 and 43 in 2001 | 18 since 1999 | | |
| 70 | How many statistical abstracts, profiles, maps and others have been prepared since 1995 | None | Three profiles | 1 | 1 | 2 profiles | | |
| 71 | Have you ever sent these outputs to ZFDEO and BoFED? | no | Yes | Yes | Yes | yes | | |
| 72 | If yes, how many times since 1995? | 3 | 3 | 1 | 2 | 3 | | |
| 73 | Is current structure of information and management adequate and efficient? | Yes | No | No | No | No | | |
| 74 | If not, indicate the reasons? | the manager is not the employee of WOFED | Manpower, budget, logistics, materials | Lack of training, experience, budget, logistics | Manpower | | | |
| 75 | Does current structure have overlapping and redundant functions? | no | No | No | No | No | | |
| 76 | Sketch the organizational structure of information management function in the WFEDO? | | | | | | | |
| 77 | What is the composition of skilled manpower in information management according to the BPR? | 2 | 2 | 3 in economics, geography, and other social science | 2 required and 1 available | None, b/cse it is part of PME | | |
| 78 | How many of them are currently working on information management? | 0 | 0 | 1 | 1 | | | |

| | | | | | | |
|----|-----------------------------------------------------------------------------------------------------------------|----------------|---------------------|-----------------|------------------------|-----------------------------------------------------------------------------------|
| 79 | What are the problems of not filling the existing gaps in human resources? | Lack of budget | No in the structure | Budget | Budget | Lack of budget, skilled manpower, priority |
| 80 | Attach the duties and responsibilities of the existing staff? | | | | In accordance with BPR | Refer to BPR |
| 81 | Is staff turnover common in this team? | Yes | No | No | No | Yes |
| 82 | If yes, what are the main reasons for staff turnover? | | | | | Salary, work environment, increment, promotion, working conditions, opportunities |
| 83 | If yes, how many of the staff members of the team left since 1995? | 0 | | | | 20 |
| 84 | Have you staff development plans and strategies? | no | no | No | No | Yes |
| 85 | If yes, what are they? | | | | | Long and short term training |
| 86 | What should be done to reduce staff turnover? | | | | | Work environment, incentives, salary and opportunities |
| 87 | Evaluate the staff of information management in terms of efficiency, capacity, motivation, skill and experience | Very weak | Very weak | Inadequate/weak | Medium | Medium |

CONTINUED PART 1 SECTION IV (WOFED INFORMATION MANAGEMENT)

| NO | INDICATORS | TULLO | HABRO | LUME | KERSA | GOMA |
|----|----------------------------------------------------------------------------------------------------|-------|-------|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|----------------------------------------------|
| 1 | Is the information management team separate from other teams? | Yes | No | No | Yes | Yes |
| 2 | Is the information management system have a regular and working procedures, processes and methods? | No | No | Yes | Yes | No |
| 3 | If yes, indicate your procedures? | | | Data gathering, organizing, compiling and dissemination | Duplication of formats, dissemination, editing, compilation, dissemination of out put | |
| 4 | Have you regular schedule for data collection and compilation and dissemination? | No | No | Yes | Yes | Yes |
| 5 | If yes, indicate the schedule | | | 1x/year | Data for budget allocation in October, compilation in November and submission to ZoFED and BoFED in December | Data collection Nov-Dec, compilation January |

| | | | | | | |
|----|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------------------|--------------------------------------------------------|--------------------------------------|--------------------------------------|
| 6 | What are your data and information sources? | Sectors, WC, WCab, kebeles, ZOFED, BOFED | Sectors, WC, WCAB, kebeles, ZOFED, BOFED | Sectors, kebeles, WC, ZOFED, BOFED, NGOS | Sectors | Sector, kebeles |
| 7 | How frequent is the data flow from the kebele level? | On demand | On demand | On demand | Frequent and regular | Occasional |
| 8 | How frequent and regular is the data flow from sector offices | On demand | On demand | On demand | On demand | Occasional |
| 9 | What is the source of data of sector offices and kebeles? | Annual report, kebeles | Annual reports, kebeles | Annual reports, surveys, sector offices, kebeles, NGOS | Kebeles | Community |
| 10 | Have they established data collection, compilation and dissemination strategies? | No | No | YES | No | Yes |
| 11 | How accurate and reliable is the data from sector offices? | Unreliable and inconsistent | Unreliable and inconsistent | Reliable and consistent | Reliable and consistent | Reliable and consistent |
| 12 | How accurate and reliable is the data from kebeles | Unreliable and inconsistent | Unreliable and inconsistent | Reliable and consistent | Unreliable and inconsistent | Unreliable and inconsistent |
| 13 | How do you control reliability and consistency of data from sector offices and kebeles | Observation, feed back to sectors, cross check with previous data and plan | On spot checking and previous data | Cross checking with available data | Sample | Rechecking |
| 14 | Have you standardized data collection, analysis and compilation guidelines and manuals? | No | No | No | Yes | Yes |
| 15 | If yes, indicate some of them | | | | | |
| 16 | Have you standard data collection formats for sector offices and kebeles? | Yes | Yes | Yes | Yes | Yes |
| 17 | If yes, who prepared them? | ZOFED | ZOFED | ZoFED | BoFED | BOFED, WOFED |
| 18 | Have you standardized data compilation formats? | Yes | No | Yes | Yes | YES |
| 19 | If yes, who prepared them? | ZOFED | | ZoFED | BoFED, WoFED | BOFED |
| 20 | What type of data are collected by the office? | Socio-economic data | Socio-economics | Primary and secondary economic data | Secondary socio-economic data | Secondary data |
| 21 | What is the final use of these data? | Planning, budgeting, ME, information | Planning, budgeting, me, information | Planning, budgeting, me, information | Planning, budgeting, me, information | Planning, budgeting, me, information |
| 22 | In what form did you compile these data and information | Abstracts, profiles | Abstract, profile | Profiles | Profile, maps | Abstracts, profiles, charts |
| 23 | How many of them were you preparing between 1995-2001 | 2 | 1 in 2002 | 2 kebele and wereda | | 3 abstracts, 1 map, 3 profiles |
| 24 | Have you incorporated primary data collection system in your information management system? | No | No | No | No | No |

| | | | | | | | | | |
|----|----------------------------------------------------------------------------------------------------|------------------------------------------|--|--|-----------------------------------|--|----------------------------------------------|--|--------------------------------------------------|
| 25 | If yes, what type of data have you collected so far, using primary survey data collection methods? | | | | | | | | |
| 26 | If yes, how many sets of such survey data are collected between 1995-2001 | | | | | | | | |
| 27 | How important is the introduction of primary data collection in your data management system | Very important | | | Very important | | | | Very important |
| 28 | Have you an experience of using primary data collected by other institutions? | Yes | | | No | | No | | No |
| 29 | Who are the users of your output? | Zone and region, office, interested body | | | ZoFED and for others on demand | | Kebeles, sectors, NGOs, zone and other users | | Sectors, university |
| 30 | Are you using these data for planning, evaluation, identification of projects and others? | Yes | | | Yes | | Yes | | Yes |
| 31 | If yes, how often? | Annually | | | Sometimes, and whenever necessary | | When and where needed | | Rarely |
| 32 | How many times have you sent the compiled data to ZFEDO and BOFED between 1995-2001? | ZoFED 2 | | | | | 2 times ZoFED | | ZoFED, BOFED 3X |
| 33 | Have you a database system? | No | | | No | | No | | No |
| 34 | If yes, indicate the type? | | | | | | | | |
| 35 | Have you separate computers to store and manage the data? | No | | | No | | No | | No |
| 36 | If yes, indicate the type and capacity of the computer used for data storing and management | | | | | | | | |
| 37 | Have you modern and relevant software for data entry and analysis? | no | | | No | | No | | No |
| 38 | If yes, indicate some of them | | | | | | | | |
| 39 | Have you adequate relationships with ZFEDO? | Yes | | | No | | Yes | | No |
| 40 | Have you adequate technical support from ZFEDO? | No | | | No | | Yes | | No |
| 41 | If yes, what type of support? | | | | Information | | LE, guidelines, experience sharing | | Training, meeting, guideline, experience sharing |
| 42 | Have you adequate support from BoFED? | No | | | No | | Yes | | No |
| 43 | If yes, what type of support were you | | | | | | IE, TM, guideline, ES | | Training, TM, |

| | | | | | | | | |
|----|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------|---------------------------------|-------------|---------|---------|----------------------------------------------|
| | receiving since 1995 EFY? | | | | | | | guideline, ES |
| 44 | Are supports from ZFEDO and BoFED adequate to improve your efficiency? | No | No | No | No | No | No | No |
| 45 | Have you adequate support from sector offices? | No | No | YES | No | No | No | No |
| 46 | What type of support were you receiving from sector offices | JTW, IE, LS | | ES, JTW, IE | | | | |
| 47 | Have you adequate support from wereda cabinet or council? | Yes | No | Yes | No | No | No | No |
| 48 | What type of support were you receiving from wereda council/cabinet? | Administrative, management, information exchange, joint team work | Administrative support | Administrative and Mgmt Support | | | | Material an finance, administrative, IE, JTW |
| 49 | Have you ever provided supports to sector offices and kebeles? | Yes | No | Yes | No | No | Yes | Yes |
| 50 | If yes, what type of support? | Information exchange, joint team work, experience sharing | Only orientation | Orientation | Training | | | Training, IE |
| 51 | If no, indicate the reasons? | | Fund, logistics, | | | | | |
| 52 | Have you adequate skill and experience in data collection, analysis, compilation? | No | No | No | No | No | No | No |
| 53 | Have you got training on information management since 1995? | No | No | No | Yes | No | No | No |
| 54 | If yes, how many times and for how many staff? | | | | 2x, 2 staff | | | |
| 55 | Was the training given to relevant staff? | | | No | Yes | | | |
| 56 | How adequate is the training in terms of content, relevance, comprehensiveness, and duration? | | | | Adequate | | | |
| 57 | Have you ever received compiled information (abstracts, atlases, maps, profiles from the BoFED and ZFEDO between 1995-2001)? | Yes | No | No | No | No | No | No |
| 58 | Who prepared the data collection formats? | ZoFED | ZOFED | BOFED, ZOFED | BoFED | | | BOFED, WOFED |
| 59 | If, BoFED and ZFEDO, are the formats adequate, relevant and consistent with circumstances? | No | No | Yes | Yes | Yes | Yes | Yes |
| 60 | Are the formats, user friendly? | No | No | Yes | Yes | Yes | No | No |
| 61 | What is the minimum disaggregation level of data at wereda level? | Sectors | Sectors | Kebele, sectors | Sectors | Sectors | Sectors | Sectors |

| | | | | | | | |
|----|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|---------------------------------|-------------------------------------------------------------------|-------------------------------------------------------------------|-------------------|------------------------|
| 62 | What is the minimum disaggregation level of data at kebele level? | Sectors | Sectors | Sectors | Sectors | Sectors | Sectors |
| 63 | Is there adequate and appropriate capacity and manpower at kebele level? | Yes | No | No | No | Yes | No |
| 64 | Is there adequate and relevant capacity and manpower in sector offices for information management? | No | No | No | No | Yes | No |
| 65 | Is there adequate fund for information management at kebele, sector and WFEDO level? | No | No | No | No | No | No |
| 66 | What is the average annual budget for information management at WFEDO? | | | | | 3000 | 5000 |
| 67 | What mainly dictates data collection at wereda level? | Planning, fund allocation, resource knowledge, demand from BOFED, | Planning, fund, demand of BoFED | Planning, fund, demand of BoFED, promotion | Planning, fund, resource, gap identification, policy and strategy | Planning, gap | planning, proposal |
| 68 | What dictates data collection at kebele level? | Planning, fund allocation, resource knowledge, gap identification | Planning | Planning, fund, resource, gap identification, policy and strategy | Planning, fund, resource, gap identification, policy and strategy | Planning, gap | planning, gaps |
| 69 | How many kebeles sent data and information on regular basis to WFEDO since 1995? | Not directly to WoFED but sectors | 32 | 38 | 38 | 1 | |
| 70 | How many statistical abstracts, profiles, maps and others have been prepared since 1995 | 2 abstracts | 7 abstracts, and profiles | 2 profiles | 2 profiles | 1 map, 2 profiles | 3 profile and abstract |
| 71 | Have you ever sent these outputs to ZFDEO and BoFED? | Yes | Yes | Yes | Yes | Yes | yes |
| 72 | If yes, how many times since 1995? | 2 to ZoFED | 7x to ZoFED | 2X | 2X | 2x ZoFED, BoFED | 2x ZoFED, BoFED |
| 73 | Is current structure of information and management adequate and efficient? | No | No | NO | NO | No | yes |
| 74 | If not, indicate the reasons? | Training, materials, budget, computers | No for IM | No for IM | No for IM | | yes |
| 75 | Does current structure have overlapping and redundant functions? | No | No | NO | NO | No | |
| 76 | Sketch the organizational structure of information management function in the WFEDO? | | | | | | |
| 77 | What is the composition of skilled | ????? | No for IM | 2 | 2 | 2 | |

| | | | | | | |
|----|----------------------------------------------------------------------------------------------------------------------------|----------------------------------|--------------------------------------------------------------------------------------------------------|--------|---------------------------------|------------------|
| 78 | manpower in information management according to the BPR? How many of them are currently working on information management? | 1 | None | 1 | 0 | 0 |
| 79 | What are the problems of not filling the existing gaps in human resources? | Lack of budget, skilled manpower | Budget, no structure | Budget | Priority | Priority |
| 80 | Attach the duties and responsibilities of the existing staff? | | | | | |
| 81 | Is staff turnover common in this team? | No | Yes | No | Yes | Yes |
| 82 | If yes, what are the main reasons for staff turnover? | | | | Promotion, better opportunities | Promotion |
| 83 | If yes, how many of the staff members of the team left since 1995? | | 4 | | 4 | 3 |
| 84 | Have you staff development plans and strategies? | No | No | No | No | No |
| 85 | If yes, what are they? | | | | | |
| 86 | What should be done to reduce staff turnover? | | Assign the staff, logistics, transport and communication services, improve technical support, training | | | Training, budget |
| 87 | Evaluate the staff of information management in terms of efficiency, capacity, motivation, skill and experience | Very low | No staff | Good | Weak | Very good |

CONTINUED FROM PART I SECTION IV WOFED INFORMATION MANAGEMENT

| NO | INDICATORS | SIBU SIRE | GUTO GIDA | JIMA ARJO |
|----|----------------------------------------------------------------------------------------------------|-------------------------------------------------|---------------------------|-----------|
| 1 | Is the information management team separate from other teams? | Yes | Yes | Yes |
| 2 | Is the information management system have a regular and working procedures, processes and methods? | yes | yes | yes |
| 3 | If yes, indicate your procedures? | yes | yes | no |
| 4 | Have you regular schedule for data collection and compilation and dissemination? | | | |
| 5 | If yes, indicate the schedule | Oct-Dec data collection, sectors, kebeles, NGOs | Sept-Oct | |
| 6 | What are your data and information sources? | | sectors, kebeles, sectors | sectors |

| | | | | | |
|----|----------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| 7 | How frequent is the data flow from the kebele level? | frequent and regular | frequent and regular | frequent and regular | occasional |
| 8 | How frequent and regular is the data flow from sector offices | frequent and regular | frequent and regular | frequent and regular | frequent and regular |
| 9 | What is the source of data of sector offices and kebeles/ | kebeles | annual reports, sectors | sectors | sectors |
| 10 | Have they established data collection, compilation and dissemination strategies? | yes | yes | no | no |
| 11 | How accurate and reliable is the data from sector offices? | reliable and consistent | reliable and consistent | reliable and consistent | reliable and consistent |
| 12 | How accurate and reliable is the data from kebeles | reliable and consistent | reliable and consistent | unreliable and inconsistent | unreliable and inconsistent |
| 13 | How do you control reliability and consistency of data from sector offices and kebeles | rechecking | reference with sectors | rechecking | rechecking |
| 14 | Have you standardized data collection, analysis and compilation guidelines and manuals? | yes | yes | no | no |
| 15 | If yes, indicate some of them | Formats | | | |
| 16 | Have you standard data collection formats for sector offices and kebeles? | Yes | Yes | Yes | Yes |
| 17 | If yes, who prepared them? | BOFED, WOFED, sectors | BOFED | ZOFED, WOFED | ZOFED, WOFED |
| 18 | Have you standardized data compilation formats? | Yes | Yes | Yes | Yes |
| 19 | If yes, who prepared them? | BOFED, ZOFED | WOFED | BOFED | BOFED |
| 20 | What type of data are collected by the office? | Secondary data | Secondary | Secondary | Secondary |
| 21 | What is the final use of these data? | Planning, budgeting, ME, information | Planning, budgeting, ME, information | Planning, budgeting, ME, information | Planning, budgeting, ME, information |
| 22 | In what form did you compile these data and information | Raw data | Abstracts, profiles | Abstract | Abstract |
| 23 | How many of them were you preparing between 1995-2001 | None | 2x abstract, 1x profile | 1x | 1x |
| 24 | Have you incorporated primary data collection system in your information management system? | No | No | Yes | Yes |
| 25 | If yes, what type of data have you collected so far, using primary survey data collection methods? | | | | |
| 26 | If yes, how many sets of such survey data are collected between 1995-2001 | | | | |
| 27 | How important is the introduction of primary data collection in your data management system | | | | |
| 28 | Have you an experience of using primary data collected by other institutions? | No | No | No | No |
| 29 | Who are the users of your output? | Sectors, investors, NGOs | Sectors | Sectors | Sectors |
| 30 | Are you using these data for planning, evaluation, identification of projects and others? | Yes | Yes | Yes | Yes |
| 31 | If yes, how often? | Regular | Quarterly | Regular | Regular |
| 32 | How many times have you sent the compiled data to ZFEDO and BOFED between 1995-2001? | ZOFED, BOFED 5X | ZOFED, BOFED 5X | 3X ZOFED, BOFED | 3X ZOFED, BOFED |
| 33 | Have you a database system? | No | No | No | No |
| 34 | If yes, indicate the type? | | | | |
| 35 | Have you separate computers to store and manage the data? | No | No | No | No |

| | | | | | |
|----|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|---------------------------|---------------------------|-----|
| 36 | If yes, indicate the type and capacity of the computer used for data storing and management | | | | |
| 37 | Have you modern and relevant software for data entry and analysis? | No | No | No | No |
| 38 | If yes, indicate some of them | | IBEX | | |
| 39 | Have you adequate relationships with ZFEDO?Y | Yes | Yes | Yes | Yes |
| 40 | Have you adequate technical support from ZFEDO? | Yes | Yes | Yes | Yes |
| 41 | If yes, what type of support? | IE | IE, training, ES | IE, training, guideline | |
| 42 | Have you adequate support from BoFED? | no | yes | no | |
| 43 | If yes, what type of support were you receiving since 1995 EFY? | | IE | | |
| 44 | Are supports from ZFEDO and BoFED adequate to improve your efficiency? | No | Yes | No | No |
| 45 | Have you adequate support from sector offices? | No | No | Yes | Yes |
| 46 | What type of support were you receiving from sector offices | Others | Training, ES | Training, ES, JTW | |
| 47 | Have you adequate support from wereda cabinet or council? | No | no | yes | |
| 48 | What type of support were you receiving from wereda council/cabinet? | None | none | adm. support | |
| 49 | Have you ever provided supports to sector offices and kebeles? | Yes | yes | yes | yes |
| 50 | If yes, what type of support? | JTW, TM | training, IE, stationary | IE, JTW | |
| 51 | If no, indicate the reasons? | | | | |
| 52 | Have you adequate skill and experience in data collection, analysis, compilation? | no | yes | no | |
| 53 | Have you got training on information management since 1995? | no | no | no | |
| 54 | If yes, how many times and for how many staff? | | | | |
| 55 | Was the training given to relevant staff? | no | no | no | |
| 56 | How adequate is the training in terms of content, relevance, comprehensiveness, and duration? | | adequate | | |
| 57 | Have you ever received compiled information (abstracts, atlases, maps, profiles from the BoFED and ZFEDO between 1995-2001? | no | no | | |
| 58 | Who prepared the data collection formats? | BOFED, WOFED | BOFED, WOFED | BOFED | |
| 59 | If, BoFED and ZFEDO, are the formats adequate, relevant and consistent with circumstances? | yes | yes | yes | |
| 60 | Are the formats, user friendly? | yes | yes | no | |
| 61 | What is the minimum disaggregation level of data at wereda level? | sectors | sectors | sectors | |
| 62 | What is the minimum disaggregation level of data at kebele level? | sectors | sector | sector | |
| 63 | Is there adequate and appropriate capacity and manpower at kebele level? | no | no | no | |
| 64 | Is there adequate and relevant capacity and manpower in sector offices for information management? | no | yes | yes | |
| 65 | Is there adequate fund for information management at kebele, sector and WFEDO level? | no | no | no | |
| 66 | What is the average annual budget for information management at WFEDO? | 7000 | 1000 | | |
| 67 | What mainly dictates data collection at wereda level? | planning, proposals, fund allocation, development, demand of BoFED | planning, demand of BoFED | planning, demand of BoFED | |

| | | | | | | |
|----|-----------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------|----------|---------------|------------------------------|
| 68 | What dictates data collection at kebele level? | | | | | |
| 69 | How many kebeles sent data and information on regular basis to WFEDO since 1995? | 22 | 21 | planning | planning, gap | none |
| 70 | How many statistical abstracts, profiles, maps and others have been prepared since 1995 | none | 5x profiles and abstracts | | | |
| 71 | Have you ever sent these outputs to ZFDEO and BoFED? | Yes | Yes | | | Yes |
| 72 | If yes, how many times since 1995? | BOFED, ZOFED 5X raw data | ZOFED, BOFED 4X | | | 4X |
| 73 | Is current structure of information and management adequate and efficient? | Yes | Yes | | | No |
| 74 | If not, indicate the reasons? | | | | | |
| 75 | Does current structure have overlapping and redundant functions? | No | No | | | No |
| 76 | Sketch the organizational structure of information management function in the WFEDO? | | | | | |
| 77 | What is the composition of skilled manpower in information management according to the BPR? | 2 | 2 | | | 2 |
| 78 | How many of them are currently working on information management? | 1 | 1 | | | 0 |
| 79 | What are the problems of not filling the existing gaps in human resources? | Budget | Budget | | | Priority |
| 80 | Attach the duties and responsibilities of the existing staff? | | | | | |
| 81 | Is staff turnover common in this team? | No | No | | | No |
| 82 | If yes, what are the main reasons for staff turnover? | | | | | |
| 83 | If yes, how many of the staff members of the team left since 1995? | | 4 | | | 1 |
| 84 | Have you staff development plans and strategies? | No | Yes | | | Yes |
| 85 | If yes, what are they? | Salary, allowances, environment | Short term training | | | Long and short term training |
| 86 | What should be done to reduce staff turnover? | | | | | |
| 87 | Evaluate the staff of information management in terms of efficiency, capacity, motivation, skill and experience | Medium | Very good | | | Weak |